

TRANSMITTAL SLIP		DATE 6 June 1983
TO: ICS Registry		
ROOM NO.	BUILDING	
REMARKS: Five letters attached.		
FROM: pps		
ROOM NO.	BUILDING	EXTENSION

The Director of Central Intelligence

Washington, D.C. 20505

LOGGED

Intelligence Community Staff

DCI/ICS 83-4408
6 June 1983

File

Mr. John R. Opel
President and Chief Executive Officer
International Business Machines Corporation
Old Orchard Road
Armonk, NY 10504

Dear Mr. Opel:

[redacted] and I would like to express our appreciation for the efforts of a number of people who briefed us on the long-range planning process at IBM. Specifically, I would like to recognize Peter L. Schavoir, James T. Hoge, Frank Mayadas, and of course, Richard T. Gerstner. Each contributed significantly to our understanding of long-range planning as well as the critical issues that are driving the computer industry at the moment.

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As I sort through my notes from the companies I have visited, I am struck by the similarities in the planning processes across a broad range of business activities. The first and probably the most significant is that long-range planning cannot be successful without the active involvement and participation of the Chief Executive Officer. A second is that the participation of senior management in the planning process is the means by which corporate objectives are diffused throughout the company. Finally, it is apparent that long-range planning is an increasingly important management tool in the current and likely future business climate.

I hope that we can maintain the lines of communications between our two planning offices as I believe that we would benefit from further guidance as we attempt to execute our proposed methodology. Once again, please accept my expression of appreciation on behalf of those of us who participated in the meeting and of the Planning and Policy Staff in general.

Sincerely,

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[redacted]

SUBJECT: Letter to Mr. John R. Opel

Distribution: DCI/ICS 83-4408

Orig-Addressee

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The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4409
6 June 1983

Mr. Willard C. Butcher
Chief Executive Officer
Chase Manhattan Bank, N.A.
One Chase Manhattan Plaza
New York, New York 10081

Dear Mr. Butcher:

I recently returned from the last of twelve companies I had planned to visit to determine how long-range planning was done in the private sector. In reviewing my notes, I noticed that I had failed to acknowledge my visit to Chase Manhattan Bank on 8 March and the assistance I receive from Gerald Weiss. I apologize for this oversight and at the same time wish to express my appreciation for the time and effort made by Mr. Weiss to brief me on the status of long-range planning at Chase. It is clear from our discussions that the planning process is helping Chase develop the strategies necessary to negotiate successfully the current domestic recession and heightened international competition.

As I sort through my notes from the companies I have visited, I am struck by the similarities in the planning processes across a broad range of business activities. The first and probably the most significant is that long-range planning cannot be successful without the active involvement and participation of the Chief Executive Officer. A second is that the participation of senior management in the planning process is the means by which corporate objectives are diffused throughout the company. Finally, it is apparent that long-range planning is an increasingly important management tool in the current and likely future business climate.

Once again, please except this expression of appreciation, however belated, on my behalf and for the Planning and Policy Staff in general.

Sincerely,

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SUBJECT: Letter to Mr. Willard C. Butcher

Distribution: DCI/ICS 83-4409

Orig-Addressee

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The Director of Central Intelligence


Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4410
6 June 1983

Mr. John F. Welch
Chairman and Chief Executive Officer
General Electric Corporation
3135 Easton Turnpike
Fairfield, CN 06431

Dear Mr. Welch:

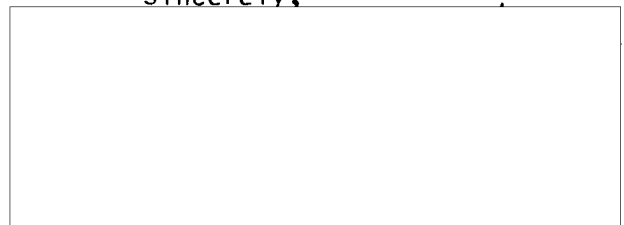
 and I would like to express our appreciation for the efforts of William E. Rothschild and Kurt Hellfach to brief us on the long-range planning process at General Electric. In addition to contributing to a better understanding of the General Electric system, they also reviewed the process we are introducing here, an exercise that contributed further refinements.

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As I sort through my notes from the companies I have visited, I am struck by the similarities in the planning processes across a broad range of business activities. The first and probably the most significant is that long-range planning cannot be successful without the active involvement and participation of the Chief Executive Officer. A second is that the participation of senior management in the planning process is the means by which corporate objectives are diffused throughout the company. Finally, it is apparent that long-range planning is an increasingly important management tool in the current and likely future business climate.

I hope that we can maintain the lines of communications between our two planning offices as I believe that we would benefit from further guidance as we attempt to execute our proposed methodology. Once again, please accept my expression of appreciation on behalf of those of us who participated in the meeting and of the Planning and Policy Staff in general.

Sincerely,



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SUBJECT: Letter to Mr. John F. Welch

Distribution: DCI/ICS 83-4410

Orig-Addressee

[Redacted]

1-D/PPS

1-PPS Subject

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The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4411

6 June 1983

Mr. J. Peter Grace
Chairman and Chief Executive Officer
W. R. Grace and Company
Grace Plaza
1114 Avenue of the Americas
New York, New York 10036


Dear Mr. Grace:

I would like to express my appreciation for the time and effort made by Terrance Daniels to brief me on the status of long-range planning at W.R. Grace. It is clear from our discussions that the planning process is helping Grace develop the strategies necessary to negotiate the current domestic recession and heightened international competition successfully.

As I sort through my notes from the companies I have visited thus far, I am struck by the similarities in the planning processes across a broad range of business activities. The first and probably the most significant is that long-range planning cannot be successful without the active involvement and encouragement of the Chief Executive Officer. A second is that the participation of senior management in the planning process is the means by which corporate objectives are diffused throughout the company. Finally, it is apparent that long-range planning is an increasingly important management tool in the current and likely future business climate.

Once again, please except this expression of appreciation on my behalf and for the Planning and Policy Staff in general.

Sincerely,



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SUBJECT: Letter to Mr. J. Peter Grace

Distribution: DCI/ICS 83-4411

Orig-Addressee

[Redacted]

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The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4412
6 June 1983

Mr. James P. Burke
American Bell Advance Information Systems
One East Wacker Drive
Chicago, Illinois 60601

Dear Jim:

I have just reviewed the two tapes of Tom Peter's talk on "The Excellent Companies," and want to thank you for providing them to us.

The book on which the talk is based is, as you know, a very popular one containing numerous valuable lessons for all types of large organizations. I believe that we in the public sector also would benefit greatly from the examples provided by the excellent companies. The talk is an effective introduction to the book, and I hope it will encourage more people to read it in depth.

I can't thank you enough for your time and generosity in providing these tapes to us. They are yet another example of the excellent support the private sector has provided us.

Sincerely, 

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SUBJECT: Letter to Mr. James P. Burke

Distribution: DCI/ICS 83-4412

Orig-Addressee

[Redacted]

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